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STUDENT REPORT

AN ANALYSIS OF JOB ATTITUDES OF JUNIOR
ENLISTED PERSONNEL MEMBERS ASSIGNED TO THE
CONSOLIDATED BASE PERSONNEL OFFICE (CBPO)

Major Norman D. Long, Jr.

86-1560

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REPORT NUMBER 86-1560

TITLE AN ANALYSIS OF JOB ATTITUDES OF JUNIOR ENLISTED PERSONNEL
MEMBERS ASSIGNED TO THE CONSOLIDATED BASE PERSONNEL OFFICE
(CBPO)

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

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19. ABSTRACT (Continue on reverse if necessary and identify by block number) This report highlights the perceptions that junior enlisted Personnel members, assigned duties in Consolidated Base Personnel Offices (CBPOs), had toward their jobs and their supervisors. The information used in the analysis was extracted from the responses to an Organizational Assessment Package (OAP) Survey administered by the Leadership and Management Development Center (LMDC), Air University, Maxwell AFB, AL, as a part of their base consultation services. The responses of approximately 650 junior enlisted Personnel members were compared to the responses of approximately 43,000 other OAP participants to determine how the Personnel members perceive their jobs relative to the responses of others in the data base. The report concluded that the junior enlisted Personnel members were highly motivated and pleased with their jobs with one exception, outside interferences with primary duties.					
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PREFACE

My intentions in doing this research paper were to highlight how the junior enlisted personnel assigned to the Consolidated Base Personnel Offices (CBPOs) related to their jobs in comparison to other junior enlisted members. My intention was also to highlight the findings of this report to the Air Force Military Personnel Center for their use in the area of CBPO management studies.

Many thanks to the numerous hours of assistance given to me in preparing this report by the personnel assigned to the Leadership and Management Development Center. Particular thanks to Major Mickey R. Dansby, and Captain Thomas McFall for their technical help and many words of encouragement. Special thanks also to Ms. Janet Bonds for her relentless efforts to type and put this document together. Lastly, thanks to my wife Linda for many hours of editing and her many "words of wisdom."

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ABOUT THE AUTHOR

Major Norman D. Long Jr. [REDACTED]. He graduated from Wentworth Institute, Boston, MA, in 1965 with a certificate in Building Construction Technology. He received his undergraduate degree in Business Administration at the University of Hawaii in 1972, and was awarded a Master of Arts degree from Ball State University in 1978. Professional Military Education includes Squadron Officer School, and the Air Command and Staff College. Major Long began his Air Force career on 30 November 1966 through the Air Force Delayed Enlistment Program. He entered active duty on 21 February 1967 and was assigned to the Intelligence Career Field. Following his discharge from active duty in 1970, Major Long enrolled in the Air Force Reserve Officer Training Corps program at the University of Hawaii and was designated a Distinguished Graduate of this program in 1972. Major Long reentered active duty on 26 June 1972 and was assigned to the Personnel Career Field. He has an extensive background in base level personnel management with tours, 1972-1976, with the USAF Postal and Courier Consolidated Base Personnel Office (CBPO), 1976-1980, at Aviano Air Base, Italy CBPO, and, 1983-1985, as Chief, CBPO Carswell Air Force Base, Texas. Other assignments include, 1980-1983, Assistant Professor of Aerospace Studies, University of Connecticut and student, Air Command and Staff College. His decorations include the Meritorious Service Medal with two Oak Leaf Clusters, the Air Force Commendation Medal with one Oak Leaf Cluster, the Air Force Good Conduct Medal, and the National Defense Service Medal. He is married to the former Linda L. [REDACTED], and they have two daughters, Maile who is in her junior year at North Texas State University, and Kerry who is 11 years old.

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EXECUTIVE SUMMARY

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REPORT NUMBER 86-1560

AUTHOR(S) Major Norman D. Long, Jr.

TITLE An Analysis of Job Attitudes of Junior Enlisted Personnel Members Assigned to the Consolidated Base Personnel Office (CBPO).

I. Purpose: To provide Air Force Commanders and Personnel Managers with analyses of Organizational Assessment Package (OAP) survey data to help identify strengths as well as potential problem areas in the personnel career field.

II. Background: Data for the study are drawn from the OAP data base maintained by the Leadership and Management Development Center (LMDC) at Maxwell AFB, AL. The OAP measures perceptions of a number of important job and organizational dimensions such as, work itself, job enrichment, work group process and work group output. The analysis compared the OAP responses of 658 Personnel Specialists with Duty Air Force Specialty Code (DAFSC) 732X0 who had eight or less years of active military service and worked in the CBPO with the OAP responses of 43,897 other enlisted personnel with eight or less years of active military service and who either did not possess the DAFSC 732X0 or did not work in the CBPO.

III. Procedures and Results: Statistical analyses of the data were conducted using inferential statistics (analysis of variance with Newman-Keuls follow-up) at the 95% confidence level. Tables 1 through 4 (Ch. Four) summarize the significant differences in the perceptions of the enlisted members in the CBPO group who responded to the OAP with the results of their counterparts in the Data Base. Of note was the fact that CBPO

CONTINUED

repondents scored significantly higher than Data Base respondents on 18 of the 21 OAP factors. This usually equates to a group with a more positive perception of job and organization. The only area where the CBPO group had a mean score lower than the data base target group contained a variable relating to additional duty interference with primary job.

IV. Conclusions: Commanders and Personnel area managers should be pleased with the results of this analysis. The CBPO personnel who responded to the OAP appeared to be highly satisfied with their jobs and with their organizations. This may also be a strong indication that these individuals have a positive sense of mission achievement. The single less-than-positive factor (in this case lower mean score) may be attributed to the large number of additional duties, outside the CBPO, that are levied upon junior CBPO personnel.

V. Recommendations: The Air Force Military Personnel Center review the war time taskings and additional duty requirements of junior members of the personnel career field to determine the impact these levies have on job satisfaction and mission accomplishment.

Chapter One

INTRODUCTION

This study provides Air Force Commanders and Personnel leaders with an analysis of Organizational Assessment Package (OAP) survey data to help them identify strengths as well as potential problems in the Personnel career area. Data for the study are drawn from the OAP data base maintained by the Leadership and Management Development Center (LMDC) at Maxwell Air Force Base, Alabama. The OAP measures perceptions (job attitudes) of a number of important job and organization dimensions such as work itself, job enrichment, work group process and work group output. Analyses compare responses of enlisted personnel with Duty Air Force Specialty Code (DAFSC) 732X0, who were assigned duties in the Consolidated Base Personnel Office (CBPO) and had eight or less years of Total Active Federal Military Service (TAFMS), with responses of other enlisted personnel with eight or less years of TAFMS and who either did not possess the DAFSC 732X0 or did not work in the CBPO.

Criteria

The criteria used for selecting the target group within the Personnel career area for this study are significant. These individuals comprise the largest element of the work force in the typical CBPO. They are responsible for the majority of face-to-face contact with the CBPO's serviced population, and form the core of future Non Commissioned Officer (NCO) leadership in the Personnel career field. Thus, the study of this group will allow Personnel

leaders to assess job attitude strengths and weaknesses, and to take actions to bolster Personnel NCO leadership in the future.

Purpose

As a personnel officer with over 10 years experience, mostly at base level, the author initiated this study because of a concern about the overall perceptions our junior 732X0 enlisted personnel have towards their jobs. It is hoped that other personnel managers, especially at base level, will find this study of interest to better understand the needs of their most valuable asset, the rank and file individuals who represent their organizations to the majority of serviced personnel. The purpose of this study is fourfold:

1. To conduct a review of current research and theory on human relations and job satisfaction factors that may affect enlisted personnel assigned to the personnel career field;
2. To compare OAP-measured demographic characteristics and job attitudes of CBPO-level enlisted personnel (DAFSC of 732X0) with eight or less years TAFMS with the attitudes of corresponding enlisted personnel working in other DAFSC's and/or other levels of assignment;
3. To analyze data contained in the OAP data base to determine present job attitude strengths and/or weaknesses within the target group; and
4. To make recommendations for changes based upon the results and analyses.

The present report addresses each of these goals as follows: First, Chapter Two shows the results of the literature review, emphasizing those areas that impact significantly on job satisfaction. Chapter Three provides

a description of the method, to include information on instrumentation, data collection, subjects and procedures. Chapter Four highlights the OAP demographic and attitudinal results, followed by Chapter Five, a discussion of the results, conclusions and recommendations.

Chapter Two

LITERATURE REVIEW

Job satisfaction is often a significant factor in mission accomplishment. Studies conducted in the late 1920's at the Hawthorne Plant of the Western Electric Company were early attempts to understand workers' needs in respect to human relations and job satisfaction. These studies focused on the work groups and how their perceptions of job satisfaction had an impact on individual motivation and company goals (McLarney & Berliner, 1970). Since the Hawthorne studies, many other studies have been conducted to determine the relationship between job satisfaction and productivity. An early theory proposed by Abraham Maslow (Maslow, 1954) stated that man was satisfied as various degrees of needs were met. This hierarchy of needs ranged from the basic want of food, shelter and security to the final goal/need of self-actualization. Satisfaction was a product of meeting each need and the ability to progressively move through the hierarchy to accomplish higher levels of satisfaction.

Studies by Argyris (1957, 1964) further outlined the needs of the workers and how their needs may be in conflict with those of the organization. Studies by Argyris concluded that individuals have tendencies to be active, independent, flexible and desire to openly express themselves. Job situations, however, usually require an individual to be passive, dependent and to limit expression. There is, therefore, a clear area of

conflict. The desires of the individual often do not conform to the job requirements. Argyris in his studies also suggested that management decrease the employee's dependence upon the organization's leaders, and that they enlarge taskings to decrease the negative effects of job specialization. Going a step further, extensive research to specifically compare group process and organizational performance was published in 1961 by Rensis Likert. This study surveyed workers to determine if there was a correlation between group loyalty and organizational performance.

Likert's (1961) study concluded there was a strong correlation between group identity and performance. Groups with greater peer loyalty were also found to have more favorable attitudes toward their jobs and their company.

From these studies and theories, we can see concern for how job attitudes relate to performance. Thus, many behavioral scientists would support the assertion that to achieve optimum mission efficiency, leaders and managers must understand how well their people relate to their jobs.

The Air Force also developed an interest in improving productivity through job attitude analysis. To gain a better understanding of the conditions within Air Force organizations, LMDC developed the OAP to measure the organizational dimensions outlined in Chapter One. Using the data compiled through the OAP, the author extracted the information required by personnel leaders to assess how junior enlisted personnel in the CBPO view their jobs and organizations. (Note: Technical aspects of the OAP will be addressed in Chapter Three.)

An earlier study titled, Professional Manpower and Personnel Management Course Consultant Data Briefing-Class 84B, was conducted by the Leadership and Management Development Center in 1984 using the OAP data. This study did not specifically focus on individuals who had eight or fewer years of active service nor did it limit its scope to individuals at CBPO level. As there is a significant difference between the duties at organizational levels above the CBPO level and those within the CBPO, the present study does not duplicate the approach of this previous study. This earlier study indicated the Personnel Career Area (officer, enlisted, civilian) performed quality work, had high levels of performance, felt their supervisors made responsibilities clear, and believed there was a high spirit of team work.

Other research on job attitudes within the Personnel area is rather sparse. There have been no prior studies examining attitudes of the CBPO target group.

The premise in conducting this study is that personnel assigned to the CBPO, as a group, have the same needs, desires and goals that others have in regard to their expectations for job satisfaction. The present study spotlights how satisfied the junior enlisted personnel in the CBPO are with their jobs. It also gives personnel management officials an understanding of how motivated their junior enlisted personnel are toward providing competent service to the people and commanders they support. By comparing the responses of CBPO enlisted personnel with those of other enlisted personnel, the report provides a means of assessing relative strengths and weaknesses and should identify areas where improvements can be made to increase CBPO productivity. In this respect, Ziegler (1981, p. 6) stated, "A good CBPO is made from within. It is the composition of the people, and their understand-

ing that the objective of any CBPO is to provide good, competent service to the people and to the commander which they are supporting." The next chapter explains how the data were obtained and analyzed.

Chapter Three

METHOD

Instrumentation

The OAP is a 109-item survey questionnaire designed jointly by the Air Force Human Resource Laboratory (AFHRL), Brooks Air Force Base, Texas, and LMDC. It is used to aid LMDC in its missions to (a) conduct research on Air Force systemic issues using information in the OAP data base, (b) provide leadership and management training, and (c) provide management consultation service to commanders upon their requests. The survey questionnaire consists of 16 demographic items and 93 attitudinal items (see Appendix C).

Documentation of the factor analysis results during OAP development is provided in Hendrix and Halverson (1979a, 1979b). Short and Hamilton (1981) conducted a factor by factor assessment of the reliability of the OAP and found it showed "generally acceptable to excellent reliability for the primary factors, and that they were reliable enough for collection of Air Force systemic data." After two years of field use, the validity of the OAP was re-examined by Hightower and Short (1982a, 1982b). Their findings also support the use of the OAP as a data gathering instrument (1982c).

Data Collection

All data for the present study were collected in conjunction with LMDC consultant visits. In the LMDC management consultation process, the initial administration of the OAP (also known as pre-intervention OAP) in an

organization is a key step in the data gathering process. The survey is given as a census of the organization to which LMDC has been invited. The surveys are administered in group sessions conducted by LMDC personnel. Respondents are promised individual anonymity of their responses and only LMDC personnel handle the surveys. After approximately six weeks for analysis, the consultants return to the organization for the tailored visit. During this visit, the aggregate results of the analysis are provided to commanders and supervisors in the organization. The results are treated in a confidential manner between LMDC and the client commander. When specific problems are identified, a consultant and supervisor may develop a management action plan designed to resolve the problem at that level of the organization. Other methods of addressing problems include workshops and training sessions.

Between four and seven months after the tailored visit, the consulting team returns to the organization to re-administer the OAP and do other follow-up data gathering. In this case, the OAP is used as an evaluation tool to assess the impact of the consulting process. After analysis, a final report and the results comparing pre- and post-OAP administrations are mailed to the client organization (Commander's Guide to Air Force Leadership and Management Consultation Services, 1983).

Data Files

The data from OAP administrations are stored in a cumulative data base containing about 284,000 pre- and post-records. In addition to the 16 demographic questionnaire items, other demographics collected on the answer sheet and stored on each record include work group code, personnel category, and pay grade, age, sex, Primary Air Force Specialty Code (PAFSC), Duty Air

Force Specialty Code (DAFSC), and major air command. The data base is stored in two computer files: one a history file of data collected through 30 September 1981, and the current, or active file, containing data collected since then. Reports to support the consulting process are generated from the active file. When conducting research, either or both files may be used, as appropriate, for the research being conducted. Data for this report came from the active file of initial data gatherings through 16 September 1985.

Subjects

To examine the perceptions of junior CBPO members, responses to the pre-intervention OAP were taken from the active data base to form two independent groups: CBPO and Data Base. The CBPO group consists of individuals who possess the 732X0 DAFSC with eight or less years of active military service and who are performing duty at the CBPO level. For this study the Data Base group is comprised of all other enlisted personnel in the LMDC data base who have eight or less years of active military service and were not in the CBPO working in the 732X0 DAFSC. The CBPO sample size is 658 compared to 43,897 entries in the Data Base group. The data are taken from survey administrations at 67 Air Force bases in nine major air commands.

Procedures

Analysis of the data was conducted in two separate comparisons. Comparison 1, "Analysis of Demographic Information," is provided to characterize the sample groups. Comparison 2, "Comparison of CBPO respondents to the Data Base," compares attitudinal responses of the two groups, CBPO and Data Base.

Statistical analyses were performed using the appropriate procedures contained in the Statistical Package for the Social Sciences (SPSS^X) Users Guide (1983). SPSS^X subprogram CROSSTABS was used for the demographic analysis, and SPSS^X subprogram t-test was used for the attitudinal analysis. Job attitude scores of CBPO respondents were compared to those of the Data Base. Two-tailed t-tests were performed to discern any statistically significant differences between the groups. The level of significance for all t-tests was $\alpha=.05$ (i.e., the 95% confidence level). An F-test was used to test the assumption of equal variances. Where indicated, appropriate t-tests for unequal variance groups were used. Comparisons were made in four areas of organizational functioning.

1. Work Itself: This area highlights the task priorities (technologies) and environmental conditions of the job. It measures perceptions of task characteristics.
2. Job Enrichment: Measures the degree to which the job itself is interesting, meaningful, challenging and responsible.
3. Work Group Process: Assesses the effectiveness of supervisors and the process of accomplishing the work.
4. Work Group Output: Measures task performance, group development, and the effects of the work situations on group members: assesses perceptions of quality and quantity of task performance; assesses pride and satisfaction individuals have in their jobs.

Each of the four areas contained statements that were to be rated by the participants in the survey. The response scale for the majority of these statements ranged from 1 to 7 as follows.

- | | |
|-------------------------------|---------------------|
| 1. Strongly Disagree | 5. Slightly Agree |
| 2. Moderately Disagree | 6. Moderately Agree |
| 3. Slightly Disagree | 7. Strongly Agree |
| 4. Neither Agree nor Disagree | |

(Generally a rating of "7" was most favorable and "1" was most unfavorable.)

See Appendix B for the factors and items from the OAP survey that comprise these areas. The results of these comparisons are outlined in the following chapter.

Chapter Four

RESULTS

This chapter presents summary results of the demographic data and attitudinal comparisons between the CBPO and Data Base for data collected through the OAP administrations.

Analysis of Demographic Information

All the CBPO members in this study have 8 or less years service; more than 27% have 4 to 8 years service. Nearly a third have 18 to 36 months on station. Thirty-four percent have more than 36 months in the career field. More than 37% have been in their present positions less than 6 months. Sixty-two percent are white and 25% are black, while only 6% are hispanic. Fifty percent are not married, 48% are married with nearly 71% of their spouses employed. Six percent have undergraduate degrees. Eighty-four percent indicated their supervisors wrote their APRs, and 99% worked a day shift. Nearly 42% indicated they will either definitely or likely make the Air Force a career; 27% indicated maybe, and 21% reported they are not career minded.

All of the Data Base members in this study have 8 or less years service; more than 32% have 4 to 8 years service. Nearly a third have 18 to 36 months on station. Forty percent have more than 36 months in the career field. Thirty percent have been in their present positions less than six months. Seventy-three percent are white, 15% are black and 5%

are hispanic Fifty percent are not married, 49% are married. with nearly 54% of their spouses employed. Two percent have undergraduate degrees while nearly 45% have some college education but do not possess an undergraduate degree. Sixty-four percent indicated their supervisors wrote their APRs, and 55% worked a day shift. Thirty-nine percent indicated they will most likely make the Air Force a career, 28% indicated maybe, and 20% indicated they are not career oriented.

Attitudinal Comparison of CBPO Personnel to the Data Base

Eighteen of the 21 factors were significantly higher for CBPO than for the Data Base. A summary of the results by areas and factors follows.

Work Itself

In this key area the personnel in the CBPO respondent group had significantly more positive responses in Job Performance Goals, Task Characteristics, Task Autonomy, Work Repetition and Job Related Training. Table 1 outlines these significant results. All comparisons are statistically significant at or above a 95% confidence level.

TABLE 1
Summary of Significant Differences. The Work Itself

<u>Factor</u>	<u>Group</u>	<u>Mean</u>	<u>Standard Deviation</u>
Job Performance Goals	CBPO	4.82	.89
	Data Base	4.65	.96
Task Characteristics	CBPO	5.12	.87
	Data Base	4.88	1.00
Task Autonomy	CBPO	4.11	1.22
	Data Base	3.51	1.33
Work Repetition	CBPO	5.67	1.23
	Data Base	5.21	1.37
Job Related Training	CBPO	4.68	1.52
	Data Base	4.41	1.59

Job Enrichment

In the Job Enrichment area the CBPO respondents reflected responses that were statistically different. at or above the 95% confidence level. in five of the six factors. These are listed in Table 2.

TABLE 2

Summary of Significant Differences Job Enrichment

<u>Factor</u>	<u>Group</u>	<u>Mean</u>	<u>Standard Deviation</u>
Task Identity	CBPO	5.12	1.16
	Data Base	4.93	1.25
Task Significance	CBPO	6.09	1.08
	Data Base	5.56	1.36
Job Feedback	CBPO	4.90	1.23
	Data Base	4.64	1.29
Need for Enrichment	CBPO	5.56	1.17
	Data Base	5.32	1.27
Job Motivation Index	CBPO	108.61	58.54
	Data Base	86.98	54.93

Work Group Process

In the Work Group Process area (those factors concerned with overall supervision and management) CBPO respondents were more positive on three of the four factors. The Work Support factor was rated lower by the CBPO group than by the others in the Data Base group. The Work Support factor consists of variables such as additional duty interference with primary job, adequate equipment for job completion and adequacy of work space. Further discussion regarding the factor is contained in Chapter Five. Table 3 outlines the significant results. Again, all means are significantly different at the 95% confidence level.

TABLE 3

Summary of Significant Differences: Work Group Process

<u>Factor</u>	<u>Group</u>	<u>Mean</u>	<u>Standard Deviation</u>
Work Support	CBPO	4.41	1.06
	Data Base	4.52	1.11
Management and Supervision	CBPO	5.04	1.57
	Data Base	4.80	1.58
Supervisory Communications Climate	CBPO	4.74	1.60
	Data Base	4.42	1.63
Organizational Communications Climate	CBPO	4.56	1.21
	Data Base	4.30	1.28

Work Group Output

The final key area in which significant differences were noted was in Work Group Output. This area measures pride in one's work and the CBPO respondents were more positive on all of the factors. Table 4 is a summary of the significant differences for factors in this area (at the 95% confidence level).

TABLE 4

Summary of Significant Differences Work Group Output

<u>Factor</u>	<u>Group</u>	<u>Mean</u>	<u>Standard Deviation</u>
Pride	CBPO	4.91	1.60
	Data Base	4.68	1.67
Advancement/Recognition	CBPO	4.46	1.13
	Data Base	4.05	1.14
Work Group Effectiveness	CBPO	5.74	1.06
	Data Base	5.34	1.24
Job Related Satisfaction	CBPO	5.27	1.07
	Data Base	4.81	1.21
General Organizational Climate	CBPO	4.47	1.35
	Data Base	4.21	1.37

The next chapter contains a discussion of the results outlined above. Of particular note is the overwhelming number of positive responses provided by the CBPO respondents. This, in conjunction with speculation about the single factor (Work Support) in which the CBPO group was less positive than the Data Base Group, will be covered.

Chapter Five

DISCUSSION, CONCLUSIONS, AND RECOMMENDATION

Summary of Results

Eighteen of the 21 OAP factors were significantly higher for the CBPO group. Work Support was the sole factor in which the CBPO group's mean score was below that of the Data Base. A hypothesis why this factor is lower for the CBPO respondent group follows in this chapter. First, it is important to note a limitation of this study.

Limitation of the Study

Surveys were all conducted at bases where the LMDC consulting teams were specifically invited by base leadership. The data were therefore not collected in a purely random fashion. Had the data been collected through a random sampling of Air Force bases, worldwide, the results may have differed.

Discussion of Demographic Results

The demographic data indicate a higher percentage of females assigned to the CBPO respondent group (39% compared to 15% for the Data Base). There was also a larger percentage of blacks assigned to the CBPO respondent group (25% compared to 15% for the Data Base). Demographic data did not include other key personnel who directly support the CBPO mission. This includes

individuals who work in the CBPO Administrative Section (DAFSC 702X0), Base On-the-Job Training Unit (DAFSC 751X2), Personal Affairs Unit (DAFSC 732X1) and Base Career Advisors (DAFSC 732X4). These were not included in the study because the author wanted to compare the responses of individuals who possessed the 732X0 DAFSC and worked at CBPO level against the remaining LMDC Data Base. They comprise the majority of the CBPO population and the purpose of this study was to compare a homogeneous group of individuals (i.e., by DAFSC) who work in the CBPO against the LMDC Data Base. This does not mean that individuals who work in the CBPO in other than the 732X0 DAFSC are of lesser mission importance. The relatively small sample sizes of these groups in the LMDC data base would not allow for meaningful analysis.

Discussion of Attitudinal Results

The primary purpose of this study was to examine the job attitudes of junior enlisted Personnel Specialists assigned to the CBPO. This was accomplished by comparing their responses on the OAP with those of their peers in other DAFSCs and/or levels of assignment. This information should be of value to Personnel Area Managers because it gives an assessment of how the CBPO respondent group compared to others in the LMDC data base in relation to their overall job assessments. An evaluation of job attitude could also be used as a measurement of organizational effectiveness. The fact that the CBPO respondent group responded significantly higher to 18 of the 21 factors measured by the OAP and the mean score for all 21 factors was above 4.0 on the response scale is important. The factor with the highest mean score (5.7) was Work Group Effectiveness. This is also important in that it is an indication that the CBPOs, where the OAP was used to gather survey data, were meeting organizational goals.

Conclusions

Personnel managers should be pleased with the results of this study because it indicates that the junior enlisted Personnel Specialists working within the CBPO are generally positive toward their leaders, jobs and organizations. The single factor where the CBPO respondent group had a mean score lower than the mean score for the remainder of the data base is also of importance. This factor includes variables such as additional duty interference with primary job, adequate equipment for job completion and adequacy of work space.

My hypothesis, based on 10 years of CBPO experience, is that the variable, additional duty interference with primary job, led to the overall lower score for this factor. (This was confirmed through analysis of the three variables that are included in the Work Support Factor.) The mean score for the variable associated with additional duty interference with primary job was 4.27 for the CBPO respondents and 3.71 for the remainder of the data base. The standard deviations were 1.73 (CBPO) and 1.81 (Data Base). The mean scores for the two other variables were CBPO, 4.79 and 4.73, Data Base, 4.62 and 4.64, respectively.

Personnel assigned to the CBPO are usually given a number of taskings to support the base wartime mission. During base exercises, Operational Readiness Inspections, or periods of actual emergency conditions the CBPO manning is often reduced below the level required to carry on or meet "normal" mission requirements. This is necessary to meet wartime commitments, however, it causes the CBPO workers to fall behind in their primary duties. This results in many hours of "catch-up" and overtime. This relatively junior group is also very susceptible to other taskings, such as

base clean-up details, dormitory inspections and base retreat ceremonies (to name a few) that interfere with their primary jobs.

Recommendation

Based upon the results of this survey, the Air Force Military Personnel Center should review the wartime taskings and additional duty requirements of junior enlisted personnel assigned to the CBPO. The review should be done to determine the impact these outside job taskings have on individual job satisfaction and overall CBPO mission accomplishment.

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APPENDIX

APPENDIX A -- TABLES OF DEMOGRAPHIC DATA

Table A-1
Number of Respondents by Personnel Category

CBPO (<u>n</u>)	Data Base (<u>n</u>)
658	43,897

Table A-2
Sex By Personnel Category

CBPO Male (%) Female (%) <u>n</u> = 397 257		Data Base Male (%) Female (%) 37,114 6,700	
60.7	39.3	84.7	15.3

Table A-3
Age by Personnel Category

	CBPO(%) <u>n</u> = 658	Data Base(%) 43,891
17 to 20 Yrs	24.5	21.7
21 to 25 Yrs	55.5	59.8
26 to 30 Yrs	16.3	15.7
31 to 35 Yrs	3.2	2.0
36 to 40 Yrs	.3	.3
41 to 45 Yrs	.0	.1
46 to 50 Yrs	.0	.0
> 50 Yrs	.3	.5

Table A-4
Time in Air Force

	CBPO(%) <u>n</u> = 658	Data Base(%) 43,897
< 1 Yr	18.8	11.0
1 to 2 Yrs	19.8	19.0
2 to 3 Yrs	19.9	19.7
3 to 4 Yrs	14.3	18.0
4 to 8 Yrs	27.2	32.4

Table A-5
Months in Present Career Field

	CBPO(%) <u>n</u> = 656	Data Base(%) 43,603
< 6 Mos	11.6	6.8
6 to 12 Mos	14.6	11.5
12 to 18 Mos	13.0	11.8
18 to 36 Mos	27.3	29.6
> 36 Mos	33.5	40.3

Table A-6
Months at Present Duty Station

	CBPO(%) <u>n</u> = 651	Data Base(%) 43,670
< 6 Mos	21.0	18.2
6 to 12 Mos	23.2	21.6
12 to 18 Mos	15.2	18.1
18 to 36 Mos	32.6	31.8
> 36 Mos	8.0	10.3

Table A-7
Months in Present Position

	CBPO(%) <u>n</u> = 653	Data Base(%) 43,596
< 6 Mos	37.7	29.7
6 to 12 Mos	32.2	25.9
12 to 18 Mos	15.6	17.1
18 to 36 Mos	13.5	22.0
> 36 Mos	1.1	5.3

Table A-8
Ethnic Group

	CBPO(%) <u>n</u> = 653	Data Base(%) 43,595
White	62.2	73.0
Hispanic	5.7	5.4
Other	3.2	3.3
Black, not Hispanic	24.7	15.1
Amer Indian/Alaskan	1.4	1.2
Asian Pacific	2.9	2.0

Table A-9
Marital Status

	CBPO(%) <u>n</u> = 657	Data Base(%) 43,817
Not Married	49.6	49.7
Married	47.5	48.5
Single Parent	2.9	1.8

Table A-10

Spouse Status: CBPO

	Geographically Separated(%) <u>n</u> = 32	Not Geo. Separated(%) 280
Civilian Employed	53.1	28.1
Not Employed	28.1	29.6
Military Member	18.8	42.2

Table A-11

Spouse Status: Data Base

	Geographically Separated(%) <u>n</u> = 1,840	Not Geo. Separated(%) 19,410
Civilian Employed	49.6	32.3
Not Employed	29.2	47.6
Military Member	21.2	20.1

Table A-12
Educational Level

	CBPO(%) <u>n</u> = 655	Data Base(%) 43,724
HS Grad or GED	41.4	52.4
< 2 Yrs College	38.6	39.9
> 2 Yrs College	13.3	11.7
Bachelors Degree	5.5	2.0
Masters Degree	.6	.2
Doctoral Degree	0	0
Non HS Grad	.6	.9

Table A-13
Professional Military Education

	CBPO(%) <u>n</u> = 6,570	Data Base(%) 43,794
None	56.2	47.4
Phase 1 or 2	34.9	39.9
Phase 3	7.8	7.5
Phase 4	.6	.6
Phase 5	0	.1

Table A-14
Number People Directly Supervised

	CBPO(%) <u>n</u> = 652	Data Base(%) 43,565
None	83.5	79.8
1 Person	7.1	5.5
2 People	4.8	5.0
3 People	2.0	3.2
4 to 5 People	.9	3.5
6 to 8 People	1.8	1.2
9 or > People		1.6

Table A-15
Number of People for Whom Respondent Writes APR/Appraisal

	CBPO(%) <u>n</u> = 656	Data Base(%) 43,761
None	84.0	82.7
1 Person	7.9	6.0
2 People	4.1	4.8
3 People	1.5	2.7
4 to 5 People	.6	2.3
6 to 8 People	0	.4
9 or > People	1.8	1.1

Table A-16
Supervisor Writes Respondents' APR/Appraisal

	CBPO(%) <u>n</u> = 647	Data Base(%) 43,292
Yes	84.1	63.5
No	3.7	23.0
Not Sure	12.2	13.4

Table A-17
Work Schedule

	CBPO(%) <u>n</u> = 651	Data Base(%) 43,469
Day Shift	98.6	54.7
Swing Shift	0	9.6
Mid Shift	.2	3.9
Rotating Shifts	0	17.0
Irregular Schedule	1.1	11.7
A Lot of TDY/On-call	.2	1.9
Crew Schedule	0	1.2

Table A-18

Supervisor Holds Group Meetings

	CBPO(%) <u>n</u> = 649	Data Base(%) 43,085
Never	9.2	19.5
Occasionally	31.7	35.4
Monthly	6.9	7.6
Weekly	46.1	23.0
Daily	3.2	12.4
Continuously	2.8	2.1

Table A-19

Supervisor Holds Group Meetings to Solve Problems

	CBPO(%) <u>n</u> = 649	Data Base(%) 42,762
Never	17.3	28.1
Occasionally	39.3	39.0
Half the time	23.7	15.8
Always	19.7	17.2

Table A-20
Aeronautical Rating and Current Status

	CBPO(%) <u>n</u> = 641	Data Base(%) 43,191
Nonrated, not on aircrew	98.0	88.9
Nonrated, now on aircrew	0	1.7
Rated, on crew/ops job	0	2.1
Rated, in support job	1.6	7.3

Table A-21
Career Intent

	CBPO(%) <u>n</u> = 654	Data Base(%) 43,651
Retire 12 Mos	.3	.6
Career	18.0	17.3
Likely Career	23.2	20.9
Maybe Career	26.8	28.2
Likely Separate	21.1	20.4
Separate	10.6	12.6

APPENDIX

APPENDIX B -- TABLES OF ATTITUDINAL DATA

Table B-1
THE WORK ITSELF

	Mean	<u>SD</u>	<u>df</u> ^a	<u>t</u>
Job Performance Goals			649	5.0 ***
CBPO	4.82	0.89		
Others	4.64	0.96		
Task Characteristics			647	6.93***
CBPO	5.12	0.87		
Others	4.88	1.00		
Task Autonomy			636	12.06***
CBPO	4.11	1.22		
Others	3.51	1.33		
Work Repetition			671	9.49***
CBPO	5.67	1.23		
Others	5.21	1.37		
Desired Repetitive/ Easy Tasks			42,982	0.37
CBPO	3.33	1.43		
Others	3.31	1.42		
Job Related Training			42,587	4.35***
CBPO	4.68	1.52		
Others	4.41	1.59		

^a Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

* $p < .05$. ** $p < .01$ *** $p < .001$

Table B-2
JOB ENRICHMENT

	Mean	<u>SD</u>	<u>df</u> ^a	<u>t</u>
Skill Variety			663	0.44
CBPO	4.37	1.31		
Others	4.35	1.44		
Task Identity			669	4.18***
CBPO	5.12	1.16		
Others	4.93	1.25		
Task Significance			681	12.40***
CBPO	6.09	1.08		
Others	5.56	1.36		
Job Feedback			43,893	4.96***
CBPO	4.90	1.23		
Others	4.64	1.27		
Need for Enrichment			652	5.02***
CBPO	5.56	1.17		
Others	5.32	1.27		
Job Motivation Index			592	8.82***
CBPO	108.61	58.54		
Others	86.98	54.93		

^a Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table B-3
WORK GROUP PROCESS

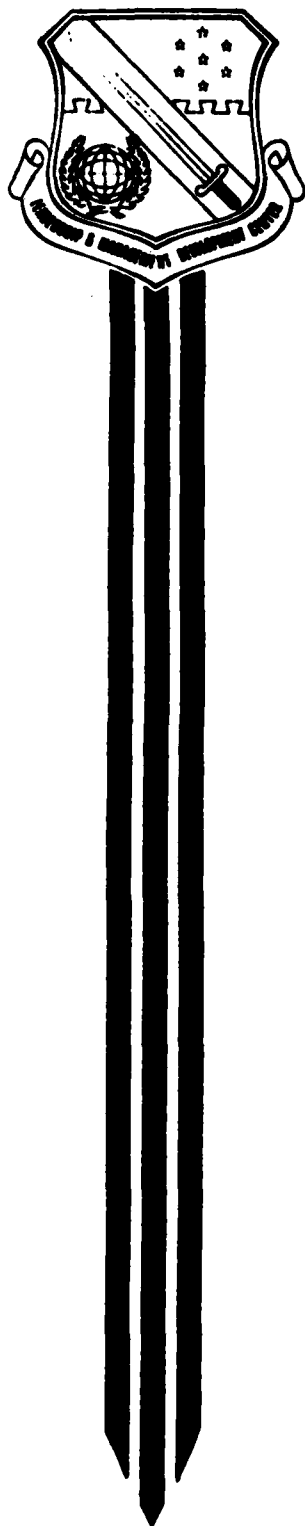
	Mean	<u>SD</u>	<u>df</u> ^a	<u>t</u>
Work Support			42,844	- 2.43*
CBPO	4.41	1.06		
Others	4.52	1.11		
Management and Supervision			41,279	3.77***
CBPO	5.04	1.57		
Others	4.80	1.58		
Supervisory Communications			41,675	4.91***
CBPO	4.74	1.60		
Others	4.42	1.63		
Organizational Communications			40,488	4.93***
CBPO	4.56	1.21		
Others	4.30	1.28		
WORK GROUP OUTPUT				
Pride			43,568	3.48**
CBPO	4.91	1.60		
Others	4.68	1.67		
Advancement/Recognition			42,294	8.82***
CBPO	4.46	1.13		
Others	4.05	1.14		
Workgroup Effectiveness			654	9.27
CBPO	5.74	1.06		
Others	5.34	1.24		
Job Related Satisfaction			574	9.97
CBPO	5.27	1.07		
Others	4.81	1.21		
General Organizational Climate			40,538	4.62***
CBPO	4.47	1.35		
Others	4.21	1.37		

^a Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

* p <.05. ** p <.01. *** p <.001.

APPENDIX

APPENDIX C -- ORGANIZATIONAL ASSESSMENT PACKAGE SURVEY:
FACTORS AND VARIABLES



ORGANIZATIONAL ASSESSMENT PACKAGE SURVEY

FACTORS AND VARIABLES

JANUARY 1986

**LEADERSHIP AND MANAGEMENT DEVELOPMENT CENTER
AIR UNIVERSITY
Maxwell Air Force Base, Alabama 36112-5712**

FACTORS AND VARIABLES OF THE ORGANIZATIONAL ASSESSMENT PACKAGE

The OAP is a 109-item survey questionnaire designed jointly by the Air Force Human Resources Laboratory and the Leadership and Management Development Center (LMDC) and is used to aid LMDC in its missions to: (a) conduct research on Air Force systemic issues using information in the OAP database, (b) provide leadership and management training, and (c) provide management consultation service to Air Force commanders upon request.

Allowable responses to the attitudinal items on the survey range from 1 (low) to 7 (high). The attitudinal items are grouped into 25 factors that address such areas as the job itself, management and supervision, communications, and performance in the organization. Each data record consists of 7 externally coded descriptors and 24 demographic items as well as the responses to the 93 attitudinal items.

The factors measured by the OAP are grouped into a systems model to assess three aspects of a work group: input, process, and output (adapted from McGrath's model).

Input. In LMDC's adaptation of the model, input is comprised of demographics, work itself, and job enrichment.

A. Demographics. Descriptive or background information about the respondents to the OAP survey.

B. Work itself. The work itself has to do with the task properties (technologies) and environmental conditions of the job. It assesses the patterns of characteristics members bring to the group or organization, and patterns of differentiation and integration among position and roles. The following OAP factors measure the work itself:

- 806 - Job Desires (Need for Enrichment)
- 810 - Job Performance Goals
- 812 - Task Characteristics
- 813 - Task Autonomy
- 814 - Work Repetition
- 816 - Desired Repetitive Easy Tasks
- 823 - Job Related Training
- Job Influences (not a statistical factor)

C. Job Enrichment. Measures the degree to which the job itself is interesting, meaningful, challenging, and responsible. The following OAP factors measure job enrichment:

- 800 - Skill Variety
- 801 - Task Identity
- 802 - Task Significance
- 804 - Job Feedback
- 806 - Need for Enrichment Index (Job Desires)
- 807 - Job Motivation Index

- 808 - OJI Total Score
- 809 - Job Motivation Index - Additive
- 825 - Motivation Potential Score

Work Group Process. The work group assesses the pattern of activity and interaction among the group members. The following OAP factors measures leadership and the work group process:

- 805 - Performance Barriers/Blockages (Work Support)
- 818 - Management and Supervision
- 819 - Supervisory Communications Climate
- 820 - Organizational Communications Climate
- Work Interferences (not a statistical factor)
- Supervisory Assistance (not a statistical factor)

Work Group Output. Measures task performance, group development, and effects on group members. Assesses the quantity and quality of task performance and alteration of the group's relation to the environment. Assesses changes in positions and role patterns, and in the development of norms. Assesses changes on skills and attitudes, and effects on adjustment. The following OAP factors measure the work group output:

- 811 - Pride
- 817 - Advancement/Recognition
- 821 - Work Group Effectiveness (Perceived Productivity)
- 822 - Job Related Satisfaction
- 824 - General Organizational Climate

EXTERNALLY CODED DESCRIPTORS

Batch Number
Julian Date of Survey
Major Command
Base Code
Consultation Method
Consultant Code
Survey Version

(Note: These items are concatenated to each data record during EDP processing.)

DEMOGRAPHIC ITEMS (NOT A STATISTICAL FACTOR)

Variable Number	Statement Number	Statement
-	-	Supervisor's Code
-	-	Work Group Code
-	-	Sex
-	-	Your age is
-	-	You are (officer, enlisted, GS, etc.)
-	-	Your pay grade is
-	-	Primary AFSC
-	-	Duty AFSC
(Note: The above items are on the response sheet.)		
001	-	(Not used)
002	-	(Not used)
003	1	Total years in the Air Force:
		1. Less than 1 year
		2. More than 1 year, less than 2 years
		3. More than 2 years, less than 3 years
		4. More than 3 years, less than 4 years
		5. More than 4 years, less than 5 years
		6. More than 5 years

Variable Number	Statement Number	Statement
004	2	Total months in present career field:
		1. Less than 6 months
		2. More than 6 months, less than 12 months
		3. More than 12 months, less than 18 months
		4. More than 18 months, less than 24 months
		5. More than 24 months, less than 30 months
		6. More than 30 months
005	3	Total months at this station:
		1. Less than 6 months
		2. More than 6 months, less than 12 months
		3. More than 12 months, less than 18 months
		4. More than 18 months, less than 24 months
		5. More than 24 months, less than 30 months
		6. More than 30 months
006	4	Total months in present position:
		1. Less than 6 months
		2. More than 6 months, less than 12 months
		3. More than 12 months, less than 18 months
		4. More than 18 months, less than 24 months
		5. More than 24 months, less than 30 months
		6. More than 30 months
007	5	Your Ethnic Group is:
		1. American Indian or Alaskan Native
		2. Asian or Pacific Islander
		3. Black, not of Hispanic Origin
		4. Hispanic
		5. White, not of Hispanic Origin
		6. Other
008	11	Which of the following "best" describes your marital status?
		0. Not married
		1. Married: Spouse is a civilian employed outside home
		2. Married: Spouse is a civilian employed outside home - geographically separated
		3. Married: Spouse not employed outside home
		4. Married: Spouse not employed outside home - geographically separated
		5. Married: Spouse is a military member
		6. Married: Spouse is a military member - geographically separated
		7. Single parent

Variable Number	Statement Number	Statement
009	6	<p>Your highest education level obtained is:</p> <ol style="list-style-type: none"> 1. Non-high school graduate 2. High school graduate or GED 3. Less than two years college 4. Two years or more college 5. Bachelors Degree 6. Masters Degree 7. Doctoral Degree
010	7	<p>Highest level of professional military education (residence or correspondence):</p> <ol style="list-style-type: none"> 0. None or not applicable 1. MCO Orientation Course or USAF Supervisor Course (MCO Phase 1 or 2) 2. MCO Leadership School (MCO Phase 3) 3. MCO Academy (MCO Phase 4) 4. Senior MCO Academy (MCO Phase 5) 5. Squadron Officer School 6. Intermediate Service School (i.e., ACSC, AFSC) 7. Senior Service School (i.e., AUC, ICAP, IAC)
011	8	<p>How many people do you directly supervise?</p> <ol style="list-style-type: none"> 1. None 2. 1 3. 2 4. 3 5. 4 to 5 6. 6 to 8 7. 9 or more
012	9	<p>For how many people do you write performance reports?</p> <ol style="list-style-type: none"> 1. None 2. 1 3. 2 4. 3 5. 4 to 5 6. 6 to 8 7. 9 or more <p>Does your supervisor actually write your performance report?</p> <ol style="list-style-type: none"> 1. Yes 2. No 3. Not sure
013	10	
014	11	<p>Your work requires you to work primarily:</p> <ol style="list-style-type: none"> 1. Alone 2. With one or two people 3. As a small work group (3-5 people) 4. As a large work group (6 or more people) 5. Other
015	12	<p>What is your usual work schedule?</p> <ol style="list-style-type: none"> 1. Day shift, normally stable hours 2. Swing shift (about 1600-2400) 3. Mid shift (about 2400-0800) 4. Rotating shift schedule 5. Day or shift work with irregular/unstable hours 6. Frequent IDT/travel or frequently on-call to report to work 7. Crew schedule
016	13	<p>How often does your supervisor hold group meetings?</p> <ol style="list-style-type: none"> 1. Never 2. Occasionally 3. Monthly 4. Weekly 5. Daily 6. Continuously
017	14	<p>How often are group meetings used to solve problems and establish goals?</p> <ol style="list-style-type: none"> 1. Never 2. Occasionally 3. About half the time 4. All of the time
018	15	<p>What is your aeronautical rating and current status?</p> <ol style="list-style-type: none"> 1. Nonrated, not on aircrew 2. Nonrated, now on aircrew 3. Rated, in crew/operations job 4. Rated, in support job

Variable
Number

019

Statement
Number

16

Which of the following best describes your career or employment intentions?

1. Planning to retire in the next 12 months
2. Will continue in/with the Air Force as a career
3. Will most likely continue in/with the Air Force
4. May continue in/with the Air Force
5. Will most likely not make the Air Force a career
6. Will separate/terminate from the Air Force as soon as possible

NOTE: Variable 008, Statement 11 was added to the OAP on 19 Jan 80 and replaced variable 014 which appears on page 6. Although no longer used, Variable 014 is still shown because data collected from about 25,000 samples for this variable are still in the data base.

FACTORS

Each 800 series factor consists of two or more variables which correspond to statements in the OAP. A mean score can be derived for each factor except 805, 807, 808, 809 and 825 by using a "straight average." The formula for computing the exceptions is indicated.

FACTOR 800 - SKILL VARIETY: Measures the degree to which a job requires a variety of different tasks or activities in carrying out the work; involves the use of a number of different skills and talents of the worker; skills required are valued by the worker.

Variable Number	Statement Number	Statement
201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
212	29	To what extent does your job require you to use a number of complex skills?

FACTOR 801 - TASK IDENTITY: Measures the degree to which the job requires completion of a "whole" and identifiable piece of work from beginning to end.

Variable Number	Statement Number	Statement
202	18	To what extent does your job involve doing a whole task or unit of work?
211	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?

FACTOR 802 - TASK SIGNIFICANCE: Measures the degree to which the job has a substantial impact on the lives or work of others; the importance of the job.

Variable Number	Statement Number	Statement
203	19	To what extent is your job significant in that it affects others in some important way?
210	27	To what extent does doing your job well affect a lot of people?

FACTOR 803 (NOT USED)

FACTOR 804 - JOB FEEDBACK: Measures the degree to which carrying out the work activities required by the job results in the worker obtaining clear and direct information about job outcomes or information on good and poor performance.

Variable Number	Statement Number	Statement
272	22	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
209	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?

FACTOR 805 - WORK SUPPORT: Measures the degree to which work performance is rewarded by additional duties, details, inadequate tools, equipment, or work space.

Variable Number	Statement Number	Statement
206	23	To what extent do additional duties interfere with the performance of your primary job?
207	24	To what extent do you have adequate tools and equipment to accomplish your job?
208	25	To what extent is the amount of work space provided adequate?

Formula (8-206-207-208)/3

FACTOR 806 - NEED FOR ENRICHMENT INDEX (JOB DESIRES): Has to do with job related characteristics (autonomy, personal growth, use of skills, etc.) that the individual would like in a job.

Variable Number	Statement Number	Statement
249	51	(In my job, I would like to have the characteristics described--from "not at all" to "an extremely large amount") Opportunities to have independence in my work.
250	52	A job that is meaningful.
251	53	The opportunity for personal growth in my job.
252	54	Opportunities in my work to use my skills.
253	55	Opportunities to perform a variety of tasks.

FACTOR 807 - JOB MOTIVATION INDEX: A composite index derived from the six job characteristics that reflects the overall "motivating potential" of a job; the degree to which a job will prompt high internal work motivation on the part of job incumbents.

Index is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
805	Performance barriers/blockages
813	Task autonomy
804	Job feedback

Formula (800+801+802+805)/4)*813*804

FACTOR 808 - QJ1 TOTAL SCORE: Assesses one's perception of motivation provided by his or her job. This factor is a variation of a scale employed by other job motivation theorists.

Score is computed using the variables in the following formula:

Formula (Y201+Y202+Y203+Y270+Y271+Y272
+8-Y206+Y207+Y208+Y209+Y210
+Y211+Y212+Y213)

FACTOR 809 - JOB MOTIVATION INDEX ---- ADDITIVE: This factor is a variation of a scale employed by other job motivation theorists.

Index is computed using the following factors:

- 800 Skill variety
- 801 Task identity
- 802 Task significance
- 803 Performance barriers/blockages
- 813 Task autonomy
- 804 Work repetition

$$\text{Formula } ((800-801-802-803)/4) \times 813 \times 804$$

FACTOR 810 - JOB PERFORMANCE GOALS: Measures the extent to which job performance goals are clear, specific, realistic, understandable, and challenging.

Variable Number	Statement Number	Statement
217	34	To what extent do you know exactly what is expected of you in performing your job?
218	35	To what extent are your job performance goals difficult to accomplish?
273	36	To what extent are your job performance goals clear?
274	37	To what extent are your job performance goals specific?
221	38	To what extent are your job performance goals realistic?

FACTOR 811 - PRIDE: Measures the pride in one's work.

Variable Number	Statement Number	Statement
215	32	To what extent are you proud of your job?
275	46	To what extent does your work give you a feeling of pride?

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FACTOR 812 - TASK CHARACTERISTICS: A combination of skill variety, task identity, task significance, and job feedback designed to measure several aspects of one's job.

Variable Number	Statement Number	Statement
201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
202	18	To what extent does your job involve doing a whole task or unit of work?
203	19	To what extent is your job significant, in that it affects others in some important way?
272	22	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
209	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?
210	27	To what extent does doing your job well affect a lot of people?
211	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?
212	29	To what extent does your job require you to use a number of complex skills?

FACTOR 813 - TASK AUTONOMY: Measures the degree to which the job provides freedom to do the work as one sees fit; discretion in scheduling, decision making, and means for accomplishing a job.

Variable Number	Statement Number	Statement
270	20	To what extent does your job provide a great deal of freedom and independence in scheduling your work?
271	21	To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?
213	30	To what extent does your job give you freedom to do your work as you see fit?
214	31	To what extent are you allowed to make the major decisions required to perform your job well?

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FACTOR 814 - WORK REPETITION: Measures the extent to which one performs the same tasks or faces the same type of problems in his or her job on a regular basis.

Variable Number	Statement Number	Statement
226	39	To what extent do you perform the same tasks repeatedly within a short period of time?
227	40	To what extent are you faced with the same type of problem on a weekly basis?

FACTOR 815 (NOT USED)

FACTOR 816 - DESIRED REPETITIVE EASY TASKS: Measures the extent to which one desires his or her job involve repetitive tasks or tasks that are easy to accomplish.

Variable Number	Statement Number	Statement
255	56	A job in which tasks are repetitive.
258	57	A job in which tasks are relatively easy to accomplish.

FACTOR - JOB INFLUENCES (NOT A STATISTICAL FACTOR):

Variable Number	Statement Number	Statement
216	33	To what extent do you feel accountable to your supervisor in accomplishing your job?
238	42	To what extent do co-workers in your work group maintain high standards of performance?

FACTOR 817 - ADVANCEMENT/RECOGNITION: Measures one's awareness of advancement and recognition, and feelings of being prepared (i.e., learning new skills for promotion).

Variable Number	Statement Number	Statement
234	41	To what extent are you aware of promotion/advancement opportunities that affect you?
239	43	To what extent do you have the opportunity to progress up your career ladder?

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240	44	To what extent are you being prepared to accept increased responsibility?
241	45	To what extent do people who perform well receive recognition?
276	47	To what extent do you have the opportunity to learn skills which will improve your promotion potential?

FACTOR 818 - MANAGEMENT and SUPERVISION (A): Measures the degree to which the worker has high performance standards and good work procedures. Measures support and guidance received, and the overall quality of supervision.

Variable Number	Statement Number	Statement
404	58	My supervisor is a good planner.
405	59	My supervisor sets high performance standards.
410	60	My supervisor encourages teamwork.
411	61	My supervisor represents the group at all times.
412	62	My supervisor establishes good work procedures.
413	63	My supervisor has made his responsibilities clear to the group.
445	64	My supervisor fully explains procedures to each group member.
416	65	My supervisor performs well under pressure.

FACTOR - MANAGEMENT and SUPERVISION (B): (NOT A STATISTICAL FACTOR)

Variable Number	Statement Number	Statement
426	66	My supervisor takes time to help me when needed.
434	71	My supervisor lets me know when I am doing a poor job.
439	75	When I need technical advice, I usually go to my supervisor.

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FACTOR 819 - SUPERVISORY COMMUNICATIONS CLIMATE: Measures the degree to which the worker perceives that there is good rapport with supervisors, that there is a good working environment, that innovation for task improvement is encouraged, and that rewards are based upon performance.

Variable Number	Statement Number	Statement
426	67	My supervisor asks members for their ideas on task improvements.
428	68	My supervisor explains how my job contributes to the overall mission.
431	69	My supervisor helps me set specific goals.
433	70	My supervisor lets me know when I am doing a good job.
435	72	My supervisor always helps me improve my performance.
436	73	My supervisor insures that I get job related training when needed.
437	74	My job performance has improved due to feedback received from my supervisor.
442	76	My supervisor frequently gives me feedback on how well I am doing my job.

FACTOR 820 - ORGANIZATIONAL COMMUNICATIONS CLIMATE: Measures the degree to which the worker perceives that there is an open communications environment in the organization, and that adequate information is provided to accomplish the job.

Variable Number	Statement Number	Statement
300	82	Ideas developed by my work group are readily accepted by management personnel above my supervisor.
301	83	My organization provides all the necessary information for me to do my job effectively.
302	84	My organization provides adequate information to my work group.
303	85	My work group is usually aware of important events and situations.
304	86	My complaints are aired satisfactorily.
309	91	The information in my organization is widely shared so that those needing it have it available.

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- 314 My organization has clear-cut goals.
- 317 The goals of my organization are reasonable.
- 318 My organization provides accurate information to my work group.

FACTOR 821 - WORK GROUP EFFECTIVENESS: Measures one's view of the quantity, quality, and efficiency of work generated by his or her work group.

Variable Number	Statement Number	Statement
259	77	The quantity of output of your work group is very high.
260	78	The quality of output of your work group is very high.
261	79	When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
264	80	Your work group always gets maximum output from available resources (e.g., personnel and material).
265	81	Your work group's performance in comparison to similar work groups is very high.

FACTOR - WORK INTERFERENCES (NOT A STATISTICAL FACTOR): Identifies things that impede an individual's job performance.

Variable Number	Statement Number	Statement
277	48	To what extent do you have the necessary supplies to accomplish your job?
278	49	To what extent do details (task not covered by primary or additional duty descriptions) interfere with the performance of your primary job?
279	50	To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?

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FACTOR 822 - JOB RELATED SATISFACTION: Measures the degree to which the worker is generally satisfied with factors surrounding the job.

Variable Number	Statement Number	Statement
705	101	Feeling of Helpfulness The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
709	102	Co-worker Relationships My amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
710	103	Family Attitude Toward Job The recognition and the pride my family has in the work I do.
717	106	Work Schedule My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
718	107	Job Security
719	108	Acquired Valuable Skills The chance to acquire valuable skills in my job which prepare me for future opportunities
723	109	My Job as a Whole

FACTOR 823 - JOB RELATED TRAINING: Measures the extent to which one is satisfied with on-the-job and technical training received.

Variable Number	Statement Number	Statement
711	104	On-the-Job Training (OJT) The OJT instructional methods and instructors' competence.
712	105	Technical Training (Other than OJT) The technical training I have received to perform my current job.

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FACTOR 824 - GENERAL ORGANIZATIONAL CLIMATE: Measures the individual's perception of his or her organizational environment as a whole (i.e. spirit of teamwork, communications, organizational pride, etc.).

Variable Number	Statement Number	Statement
305	87	My organization is very interested in the attitudes of the group members toward their jobs.
306	88	My organization has a very strong interest in the welfare of its people.
307	89	I am very proud to work for this organization.
308	90	I feel responsible to my organization in accomplishing its mission.
310	92	Personnel in my unit are recognized for outstanding performance.
311	93	I am usually given the opportunity to show or demonstrate my work to others.
312	94	There is a high spirit of teamwork among my co-workers.
313	95	There is outstanding cooperation between work groups of my organization.
315	97	I feel motivated to contribute my best efforts to the mission of my organization.
316	98	My organization rewards individuals based on performance.

FACTOR 825 - MOTIVATION POTENTIAL SCORE: This factor is another variation of a scale employed by other job motivation theorists. The score ranges between 1 and 343 with 109 being the Air Force average. Low scores indicate a poorly motivating job. Score is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
804	Job feedback
813	Task autonomy

Formula: $(800+801+802)/3 \times 813 \times 804$

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VARIABLES

Variable Number	Factor	Statement Number
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201	800/812	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
202	801/812	18	To what extent does your job involve doing a <u>whole</u> task or unit of work?
203	802/812	19	To what extent is your job significant, in that it affects others in some important way?
204 & 205	--	--	(Not used)
206	805	23	To what extent do <u>additional duties</u> interfere with the <u>performance of your primary job</u> ?
207	805	24	To what extent do you have adequate tools and equipment to accomplish your job?
208	805	25	To what extent is the amount of work space provided adequate?
209	804/812	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?
210	802/812	27	To what extent does doing your job well affect a lot of people?
211	801/812	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?
212	803/812	29	To what extent does your job require you to use a number of complex skills?

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Variable Number	Factor	Statement Number
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213	813	30	To what extent does your job give you freedom to do your work as you see fit?
214	813	31	To what extent are you allowed to make the major decisions required to perform your job well?
215	811	32	To what extent are you proud of your job?
216*	--	33	To what extent do you feel accountable to your supervisor in accomplishing your job?
217	810	34	To what extent do you know exactly what is expected of you in performing your job?
218	810	35	To what extent are your job performance goals difficult to accomplish?
219 & 220	--	--	(Not used)
221	810	36	To what extent are your job performance goals realistic?
222-225	--	--	(Not used)
226	814	39	To what extent do you perform the same tasks repeatedly within a short period of time?
227	814	40	To what extent are you faced with the same type of problem on a weekly basis?

* This variable is an element of "job influences" (not a statistical factor).

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Variable Number	Factor	Statement Number
228-233	--	--
234	817	41
235-237	--	--
238*	--	42
239	817	43
240	817	44
241	817	45
242-248	--	--
249	806	51
250	806	52
251	806	53
252	806	54
253	806	55
254	--	--
255	816	56

* This variable is an element of "job influences" (not a statistical factor).

Statement
(Not used)
To what extent are you aware of promotion/advancement opportunities that affect you?
(Not used)
To what extent do co-workers in your work group maintain high standards of performance?
To what extent do you have the opportunity to progress up your career ladder?
To what extent are you being prepared to accept increased responsibility?
To what extent do people who perform well receive recognition?
(Not used)
Opportunities to have independence in my work?
A job that is meaningful.
The opportunity for personal growth in my job.
Opportunities in my work to use my skills.
Opportunities to perform a variety of tasks.
(Not used)
A job in which tasks are repetitive.

Variable Number	Factor	Statement Number
256 & 257	--	--
258	816	57
259	821	77
260	821	78
261	821	79
262 & 263	--	--
264	821	80
265	821	81
266-269	--	--
270	813	80
271	813	21
272	804/812	22

Statement
(Not used)
A job in which tasks are relatively easy to accomplish.
The quantity of output of your work group is very high.
The quality of output of your work group is very high.
When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
(Not used)
Your work group always gets maximum output from available resources (e.g., personnel and material).
Your work group's performance in comparison to similar work groups is very high.
(Not used)
To what extent does your job provide a great deal of freedom and independence in scheduling your work?
To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?
To what extent are you able to determine how well you are doing your job without feedback from anyone else?

Variable Number	Factor	Statement Number
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273	810	36
274	810	37
275	811	46
276	817	47
277**	--	49
278**	--	49
279**	--	50
280-299	--	--
300	820	82
301	820	83
302	820	84

** These variables are elements of "work interferences" (not a statistical factor).

Statement

To what extent are your job performance goals clear?

To what extent are your job performance goals specific?

To what extent does your work give you a feeling of pride?

To what extent do you have the opportunity to learn skills which will improve your promotion potential?

To what extent do you have the necessary supplies to accomplish your job?

To what extent do details (task not covered by primary or additional duty descriptions) interfere with the performance of your primary job?

To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?

(Not used)

Idea developed by my work group are readily accepted by management personnel above my supervisor.

My organization provides all the necessary information for me to do my job effectively.

My organization provides adequate information to my work group.

Variable Number	Factor	Statement Number
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303	820	85
304	820	86
305	824	87
306	824	88
307	824	89
308	824	90
309	820	91
310	824	92
311	824	93
312	824	94
313	824	95

Variable Number	Factor	Statement	Statement Number
314	820	My organization has clear-cut goals.	96
315	824	I feel motivated to contribute my best efforts to the mission of my organization.	97
316	824	My organization rewards individuals based on performance.	98
317	820	The goals of my organization are reasonable.	99
318	820	My organization provides accurate information to my work group.	100
319-403	--	(Not used)	--
404	818	My supervisor is a good planner.	58
405	818	My supervisor sets high performance standards.	59
406-409	--	(Not used)	--
410	818	My supervisor encourages teamwork.	60
411	818	My supervisor represents the group at all times.	61
412	818	My supervisor establishes good work procedures.	62
413	818	My supervisor has made his responsibilities clear to the group.	63
414 & 415	--	(Not used)	--
416	818	My supervisor performs well under pressure.	65
417-423	--	(Not used)	--
424---	--	My supervisor takes time to help me when needed.	66
425	--	(Not used)	--
... This variable is an element of "supervisory assistance" (not a statistical factor).			

Variable Number	Factor	Statement	Statement Number
426	819	My supervisor asks members for their ideas on task improvements.	67
427	--	(Not used)	--
428	819	My supervisor explains how my job contributes to the overall mission.	68
429 & 430	--	(Not used)	--
431	819	My supervisor helps me set specific goals.	69
432	--	(Not used)	--
433	819	My supervisor lets me know when I am doing a good job.	70
434---	--	My supervisor lets me know when I am doing a poor job.	71
435	819	My supervisor always helps me improve my performance.	72
436	819	My supervisor insures that I get job related training when needed.	73
437	819	My job performance has improved due to feedback received from my supervisor.	74
438	--	(Not used)	--
439---	--	When I need technical advice, I usually go to my supervisor.	75
440 & 441	--	(Not used)	--
442	819	My supervisor frequently gives me feedback on how well I am doing my job.	76
443 & 444	--	(Not used)	--
445	818	My supervisor fully explains procedures to each group member.	64
446-704	--	(Not used)	--
... These variables are elements of "supervisory assistance" (not a statistical factor).			

<u>Variable Number</u>	<u>Factor</u>	<u>Statement Number</u>	<u>Statement</u>
705	822	101	<u>Feeling of Helpfulness</u> The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
706-708	--	--	(Not used)
709	822	102	<u>Co-worker Relationships</u> My amount of effort compared to the effort of my co-workers. The extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
710	822	103	<u>Family Attitude Toward Job</u> The recognition and the pride my family has in the work I do.
711	823	104	<u>On-the-Job Training (OJT)</u> The OJT instructional methods and instructors' competence.
712	823	105	<u>Technical Training (Other than OJT)</u> The technical training I have received to perform my current job.
713-716	--	--	(Not used)
717	822	106	<u>Work Schedule</u> My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
718	822	107	<u>Job Security</u>
719	822	108	<u>Acquired Valuable Skills</u> The chance to acquire valuable skills in my job which prepare me for future opportunities.
720-722	--	--	(Not used)
723	822	109	<u>My Job as a Whole</u>
724-999	--	--	(Not used)